

"It is strategic thinking and acting that are important, not strategic planning."

- John Bryson, *Strategic Planning for Public & Nonprofit Organizations*

A. Implementation Process & Steps

Strategic implementation begins with building awareness and creating a team. The first step is formal adoption of the Strategic Plan by the Tourism Advisory Council, and distribution of the Plan statewide. The next step – and a critical one – is to build advocacy and obtain formal endorsements of the Plan from as many tourism and recreation stakeholder groups as possible. Ideally, these would be in the form of resolutions passed by boards of tourism regions, CVBs, economic development groups, nonprofit organizations, business trade associations, inter-agency committees like MTRI, tribal councils, MTTA, elected officials, etc.

The third step is to form partnerships and assign responsibilities for specific actions and tasks. Some tasks can begin immediately with very little cost, while others will require more time to develop partnerships and resources. Fourth is to seek funding and technical resources for implementation of top priority actions. Appendix C contains a list of federal, state, local, private and nonprofit foundation resources that will support the actions identified in this Plan.

The fifth step is to build the capacity of regional tourism organizations through training and other resources, so that they can lead the team-building and implementation efforts at the local level. Enhancements to the regional organizations may include additional staffing, refinements to the membership of their boards of directors (recruit additional partner representatives), expansion of organization membership, formalized programs of work, expanded committees, etc. This step also includes fortifying the communication network with a statewide tourism and recreation listserv and online newsletter.

The sixth step is to begin implementation of top priority actions (see section 6.C). It is important to focus on "base hits" (incremental successes) rather than "home runs": build momentum to engage partners and create successes. Finally, the seventh step is to monitor and evaluate the results of implementation, and adjust as appropriate.

Steps 1 and 2 should begin with the Tourism Advisory Council meeting in October 2002. Steps 3, 4 and 5 should get underway in late Fall 2002 and be well advanced by mid-2003, so that implementation of the plan has begun by the second quarter of 2003. Steps 6 and 7 are ongoing through 2007.

Chapter 6: **Implementation**

- A. Implementation Process & Steps**
- B. Organization, Roles & Resources**
- C. Priority Projects & Action Table**

"Even if you're on the right track, you'll get run over if you just sit there."

- Will Rogers

Implementation Steps

1. Adoption of Strategic Plan by TAC, & statewide distribution
2. Endorsement by other stakeholder groups
3. Form partnerships to assign tasks
4. Seek funding & other resources
5. Build capacity of tourism regions, communication network
6. Begin implementation
7. Monitor results & evaluate/adjust

B. Organization, Roles & Resources

"The whole is as necessary to the understanding of its parts, as the parts are necessary to the understanding of the whole."

- Mach's Principle

"See problems as opportunities for growth: there are no roadblocks, only speed bumps."

B.1 Existing "System" of Tourism & Recreation has Strengths, Growing Pains

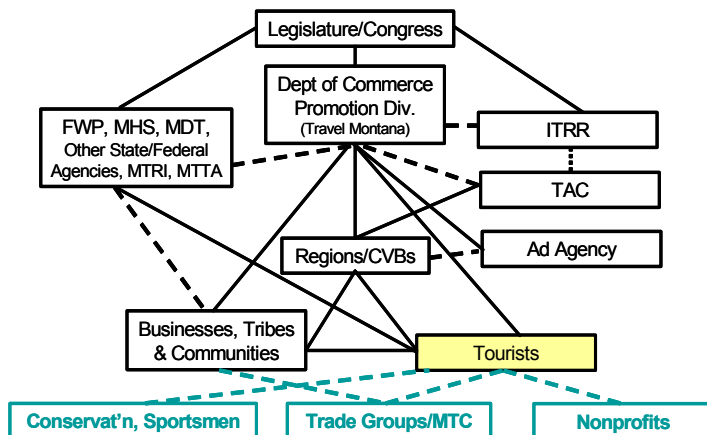
Montana's current "system" of tourism and recreation program implementation is led at the state level (Figure 6.1). Tourism promotion and development are the responsibility of the Dept. of Commerce Promotion Division. Research is conducted by the U of M Institute for Tourism & Recreation Research (ITRR). Recreation management is the responsibility of the FWP, and heritage and culture are managed by the Montana Historical Society, Montana Arts Council and Montana Tribal Tourism Alliance. Transportation is managed by MDT. Collection/disbursement of lodging tax is managed by Dept. of Revenue (DOR). Federal agencies involved in tourism and recreation are the National Park Service, U.S. Forest Service, BLM, U.S. Fish & Wildlife Service, FHWA, FAA, Corps of Engineers and Bureau of Reclamation. Funding and public policy decisions are made by the Legislature and Congress.

At the regional and local levels, tourism promotion and development are led by regional tourism organizations, CVBs and chambers of commerce. Recreation management is the responsibility of city, county and tribal recreation staff, and local park districts. Heritage and culture are managed by local and regional historical societies, arts commissions and cultural councils. Transportation is handled by county and local road districts and airport boards.

Citizens and businesses are involved through local recreation, sports, conservation, business, community service or sportsmen's organizations and clubs. Funding and public policy decisions are made or influenced by city councils, county commissioners and organization boards of directors.

The current system has succeeded in building and supporting tourism in the 1990s. The system's vertical structure has been efficient for decision-making and funding during high growth. However, some key stakeholders are not formally included in the process, and potential resources are untapped. With growth comes growing pains, and the need for strategic action. Tourists now receive many messages from many sources – and sometimes the messages are inconsistent or even conflicting. Therefore, the current structure needs some refinement to facilitate the horizontal communication, partnership-building and teamwork that will be required to implement the actions described in the previous chapter.

Figure 6.1: Existing System of Tourism & Recreation Communication, Organization Relationships & Funding



B.2 Refined System will Foster Team Approach to Communication & Funding

The refined “system” of tourism and recreation program implementation has a more horizontal structure, reflecting its emphasis on collaboration and supportive partnerships (Figure 6.2). It places tourists at the top of the structure to focus on a market-driven approach which meets the needs of both Montanans and nonresident visitors. The six regional tourism organizations are the center of the system, reflecting their enhanced role in facilitating local and regional leadership in implementing strategic actions. A key concept in the refined system is to create more horizontal communication and partnership-building, both at the state level (led by Department of Commerce) and regional level (led by regional tourism organizations).

The role of the Department of Commerce in handling statewide promotions – being the “keeper of the state’s image” does not change, nor does the statutory responsibility of the Tourism Advisory Council (TAC) to oversee expenditures of funds by regions and CVBs. However, the role of the TAC and Department of Commerce focuses more on “big picture” strategic issues, rather than tactical issues, and on supporting a stronger system of regional organizations, with the assistance of other state, federal and tribal partners.

In order for actions in the Strategic Plan to be implemented successfully, and for tourism to be taken seriously as a bona fide economic development strategy at the local level, the regional organizations must expand the scope of their activities beyond just tourism promotion - they must become “players” – the “voice” for tourism and its role in regional/local planning, economic development and conservation efforts.

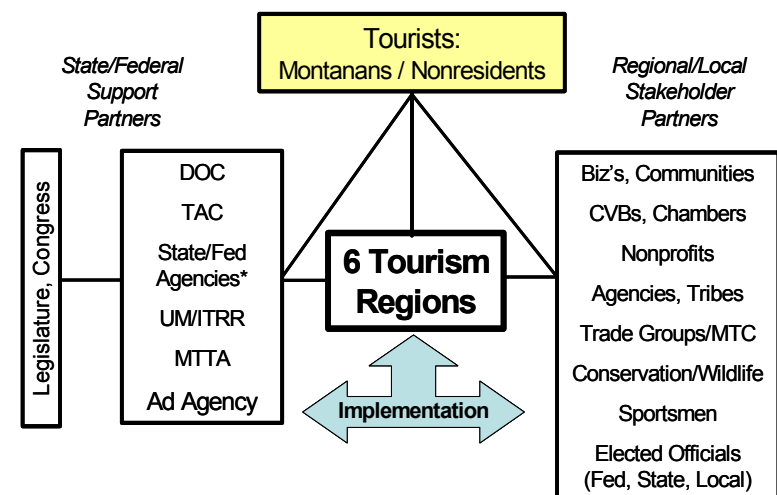
A key advantage to the refined system is its ability to tap additional resources: more partners bring more resources to the table. There are numerous federal, corporate and foundation funds available for tourism and recreation-related projects, if they are linked to economic development, heritage/cultural programs, value-added agriculture, transportation, conservation and education. By reaching out to other partners, tourism stakeholders can create win-win programs to achieve the vision and goals identified in this Strategic Plan. They therefore can preserve the lodging tax for its original intent: promotion, research and education, and they can work with partners to obtain other funds to accomplish additional actions that support community values and high-value, low-impact tourism and recreation.

“The only limits are, as always, those of vision.”

- James Broughten

When you help someone up the hill, you’re that much nearer the top yourself.

Figure 6.2: Refined System of Tourism & Recreation Communication, Organization Relationships & Funding



* FWP, MHS, MDT, MAC, DOR, MHPDC, UM/MSU, DNRC, USFS, BLM, NPS, USFWS, COE, BIA, BOR

"Obstacles are those frightful things you see when you take your eyes off the goal."

- Hannah More

"Never tell people how to do things. Tell them what you want them to achieve and they will surprise you with their ingenuity."

- General George S. Patton

"Vision is the world's most desperate need. There are no hopeless situations, only people who think hopelessly."

- Winifred Newman

C. Priority Projects & Action Table

This Strategic Plan identifies many objectives and strategic actions, as detailed in Chapter 5. However, not all of those actions are of equal priority. Table 6.1 on the next three pages lists all 22 objectives and 94 actions, and assigns a priority to each action (priority 1, 2 or 3), with approximate implementation dates (2003-2007) and partners. Actions listed as priority 1 will begin immediately with focused emphasis. Priority 2 actions will receive less emphasis, or begin later, and priority 3 actions will have lower emphasis still, or begin after 2005. Some actions are ongoing from current or previous efforts, and are assigned a priority based on the planning team's recommendation of relative importance to achieving the strategic vision and goals. The timeline is identified by shaded boxes under each of the five years. The darker shading indicates a more intense level of activity during that year for a particular action.

The top priority actions for immediate implementation are listed below. In determining priorities, the planning team considered the context of current tourism trends and challenges, as well as balance and capacity among implementation partners and resources.

- ◆ Conduct implementation workshops with TAC/regions/CVBs/stakeholders in 2002 and 2003
- ◆ Form implementation team, seek funding and technical resources, create reporting system
- ◆ Identify funding partnership opportunities for projects and promotions
- ◆ Build awareness among citizens & elected officials of tourism's benefits and impacts
- ◆ Continue strategic advertising and promotions, coordinate between state and regions
- ◆ Focus on high-value, low-impact visitor market segments: develop Montana's niche in meeting/convention, heritage/cultural and winter markets
- ◆ Emphasize management of natural/historic/cultural assets that balances the needs of Montanans with nonresident use
- ◆ Address management issues related to access, non/motorized use, and invasive species
- ◆ Conduct strategic research, data collection, analysis and dissemination of information
- ◆ Establish a tourism & recreation listserv to strengthen communication and networking
- ◆ Continue to improve Montana's transportation network, sign guidelines
- ◆ Educate visitors about ethics and responsibilities on public & private lands
- ◆ Complete implementation of Lewis & Clark Interpretive Sign strategy
- ◆ Link value-added agricultural products with tourism businesses
- ◆ Assist businesses & communities through existing training and support programs
- ◆ Continue CTAP, TIIP and SEGP programs to provide resources to communities

Table 6.1: Strategic Plan Objectives and Actions

Objective Action	Priority	Timing					Partners
		03	04	05	06	07	(See page 136 for key to codes)
A. Managing Information							
A.1 Maintain the Montana Lodging Tax for Tourism Promotion and Development							
A.1.1 Build citizen awareness about benefits/impacts of tourism and uses of lodging tax	1						DOC,TR,CVB,FWP,Ext, BTA,Biz,Ad,NPO,MTC,ITRR,MTTA
A.1.2 Build awareness among elected officials about tourism's impacts and benefits	1						TR,CVB,DOC,TAC,MTC,BTA,Biz,MTRI,ITRR,NPO,MTTA
A.1.3 Seek endorsements from communities and "non-tourism" organizations	2						MTC,BTA,NPO,CVB,TR,DOC,TRB,TAC
A.2 Conduct Strategic Promotions that Attract Top Priority Markets							
A.2.1 Coordinate advertising to maximize state, regional & private Return on Investment	1						Ad, DOC,TR,CVB,Biz,Attn
A.2.2 Encourage cross-promotion between tourism partners and sectors	2						DOC,Ad,DOAg,NPO,TR,BTA,Trb,Biz
A.2.3 Consider options for film production incentives	3						DOC,TAC,TR,CVB,Biz
A.2.4 Plan for promotion of special events & challenges	3						DOC,MLCBC,TR,CVB,NPS,Biz,Ad,FWP
A.3 Create New Tourism & Recreation Products through Packaging							
A.3.1 Assess potential for local/regional packages, & coordinate suppliers	2						TR,CVB,Biz,Attn, NPO,DOC,Trb
A.3.2 Promote off-peak weekend getaway packages/events to "nearby" markets	2						DOC,TR,Biz,CVB
A.3.3 Capture more pass-through travelers with mini-packages	2						Biz,CVB,Attn,TR,DOC,Trb,CC
A.4 Create New "Destinations" with Special Designations & Events							
A.4.1 Work with MDT & legislature to implement Montana byways & corridors programs	2						MDT,TR,Trb,NPO,Biz,MHS,CVB,LG,CC,DOC
A.4.2 Use collaborative efforts to create special designation areas	2						MDT,TR,CC,CVB,DOC,NPO,Trb,LG,Biz
A.4.3 Seek opportunities to host national/international sports competitions	3						CVB,Biz,TR,DOC,LG
A.5 Enhance Montana's Winter Recreation Products/Services							
A.5.1 Refine Montana's niche in the destination ski market & snowmobile markets	1						DOC,BTA,Ad,Biz
A.5.2 Package skiing & snowmobiling with other activities	2						BTA,TR,CVB,Biz,Attn,NPO
A.5.3 Expand "alternative" winter activities	2						TR,CC,CVB,Biz,Attn,NPO, Trb
A.6 Attract More Meetings & Conventions to Montana							
A.6.1 Refine Montana's niche and "brand" in the meeting/convention market;	1						CVB,DOC,BTA,Biz,Ad,LG
determine feasibility of enhanced facilities	2						CVB,DOC,BTA,Biz,Ad,LG
A.6.2 Conduct training on the needs & trends of meeting/convention markets	2						CVB,DOC,Biz,BTA,Univ
A.6.3 Use local historical/cultural attractions to enhance venue offerings	2						CVB,TR,Biz,Attn,MAC,MHS, NPO
A.7 Enhance System of Tracking, Analysis & Information Dissemination for Stakeholders							
A.7.1 Continue strategic research about resident & nonresident travelers	1						ITRR,BBER,DOC,TAC,TR,MLCBC,SA,FA,Biz
A.7.2 Regularly measure Montanans' opinions about tourism & recreation	1						ITRR,DOC,TAC,MTRI,SA,FA,Biz
A.7.3 Conduct regular conversion research to measure results of marketing efforts	2						DOC,TR,ITRR,Ad,CVB
A.7.4 Establish a central "clearinghouse" for data collection, analysis and reporting	1						ITRR,DOC,TR,MTRI,CVB,Attn,Biz, MTTA
A.7.5 Create a statewide "baseline" database of tourism & recreation assets	2						ITRR,DOC,TR,DOR,MTRI,BTA,MRPA,MTTA
A.7.6 Enhance data-gathering systems at attractions & VIC's	1						MTRI,TR,VIC,CVB,CC,Trb,DOC,ITRR
A.7.7 Upgrade lodging tax reporting systems at Montana Department of Revenue	2						DOR,DOC,BTA,ITRR
A.7.8 Coordinate with the private sector for enhanced tracking/reporting	3						CVB,CC,TR,BTA,ITRR,DOC
A.8 Create a Connected System to Share Information & Resources							
A.8.1 Create a tourism & recreation listserv to share information	1						ITRR,DOC,MTC,MTRI,MTTA,TR,NPO
A.8.2 Create a database of tourism/recreation technical & funding resources	3						DOC,MEDA,BBER,MRDP,DLI
A.8.3 Share information about state/regional advertising plans to facilitate coordination	1						DOC,Ad,TR,CVB,Biz
A.8.4 Enhance sharing of tourism & recreation photo libraries	3						DOC,TR,CVB,NPO,MTRI

Table 6.1: Strategic Plan Objectives and Actions

Objective Action	Priority	Timing					Partners (See page 136 for key to codes)
		03	04	05	06	07	
B. Managing the Use of Assets							
B.1 Seek Balance Between Asset Protection & Visitor/Business Needs							
B.1.1 Compile an inventory/evaluation of natural/historic/cultural assets & facilities	2						SA,FA,Trb,LG,NPO,Biz,MTRI,MRPA
B.1.2 Select management options that emphasize balanced resident and nonresident use	1						SA,FA,Trb,LG,NPO,Biz
B.1.3 Develop systems of allocated use in sensitive areas	2						SA,FA,Trb,NPO,Leg,F&W Commis.,OLB
B.1.4 Evaluate licensing for all guided recreation activities that involve safety risk	3						OLB,Leg,SA,FABTA
B.1.5 Address motorized vs. non-motorized recreation user conflicts	1						SA,FA,NPO,LO,Biz,LG
B.1.6 Address invasive species problems through partnerships & educational programs	1						SA,FA,DOAg,RC&D,NPO,LO,Biz,
B.1.7 Encourage appropriate use of land conservancy programs	2						FA,DOAg,Ext,LO,NPO
B.2 Address Access Issues on Public & Private Lands & Waters							
B.2.1 Support implementation of strategies to improve access to public lands & waters	1						SA,FA,Trb,NPO,LO
B.2.2 Expand the Block Management Program for access to private lands	3						FWP,LO,TR,NPO
B.2.3 Use special groups to facilitate discussion of access to public/private lands & waters	2						SA,FA,NPO,TR,Trb
B.3 Develop an Enhanced Transportation System in Montana							
B.3.1 Advance implementation of Montana's rest area strategy	2						MDT,DOC,TR,CC,VIC,NPO
B.3.2 Continue to improve roads and bridges; address maintenance backlog	1						MDT,SA,FA,MACo,MLCT
B.3.3 Work with air carriers/airports to identify needs & enhance air service	2						MDT,DOC,TR,CVB,Biz
B.3.4 Advocate for passenger rail service	2						DOC,TAC,TR,CVB,Biz,MDT
B.3.5 Work with car rental agencies to identify needs & enhance services	3						TR,CVB,CC,Biz
B.3.6 Identify opportunities for transit/shuttle transportation in major destination areas	3						MDT,TR,CC,NPS,Attn,Biz,MLCT,MACo
B.3.7 Enhance Montana's trail system	2						MDT,MTRI,STAC,NPO,LG,Trb,Biz,LO
B.4 Create a Comprehensive & Interactive "System" of Visitor Information & Interpretation							
B.4.1 Enhance state rest areas & VIC's with Montana highlights	2						MDT,DOC,DOAg,TR,CVB,VIC,CC,Biz,Leg,FWP
B.4.2 Educate visitors about ethics and responsibilities on public & private lands	1						MTRI,NPO,FWP
B.4.3 Complete implementation of statewide Lewis & Clark interpretive sign strategy	1						MTRI,MLCBC,MHS,DOC,MDT,FWP
B.4.4 Provide professionally-researched interpretive programs & facilities for visitors	2						MHS,FA,Trb,Univ,FWP
B.5 Improve Statewide System of Highway Signs							
B.5.1 Develop/implement sign guidelines for services, attractions & businesses	1						MDT,DOC,TR,MACo,MLCT,Biz,MHS,BTA,Trb,MTTA
B.5.2 Encourage statewide adoption of visitor-friendly symbol signs	3						MDT,DOC,TR,Biz
B.5.3 Address appropriate use/placement of billboards while maintaining landscapes	3						TR,MDT,Biz,MACo,MLCT
B.6 Assist Communities to Enhance Facilities/Services for Tourism Development							
B.6.1 Continue Community Tourism Assessment (CTAP) & Tourism Infrastructure Improvement (TIIP)	1						DOC,LG,Ext,ITRR
B.6.2 Encourage review of city/county/tribal infrastructure & public services	2						LG,Trb,MLCT,MACo,TR,NPO,Biz
B.6.3 Enhance heritage/cultural facilities & attractions to meet visitor needs	2						MHS,MAC,Trb,NPO,Biz,FWP
B.6.4 Encourage community participation in the National Main Street Program	2						DOC,MLCT,MEDA,MHS
B.6.5 Encourage communities to use strategic planning & development tools	2						MLCT,MACo,DOC,MEDA

Table 6.1: Strategic Plan Objectives and Actions

Objective Action	Priority	Timing					Partners (See page 136 for key to codes)
		03	04	05	06	07	
C. Creating Teams							
C.1 Identify Opportunities to Link Agriculture with Tourism							
C.1.1 Create mechanisms for tourism businesses to use Montana agricultural products	1						DOAg,BTA,TR,CC,Biz
C.1.2 Enhance existing programs with focus on tourist markets	3						DOAg,DOC,NPO,Biz,TR
C.1.3 Develop cooperative marketing campaigns between agriculture and tourism	2						DOC,Ad,BTA,Biz,DOAg
C.1.4 Educate visitors about Montana agriculture & ranching	3						DOAg,TR,CVB,NPO,Biz
C.2 Create Partnerships to Address Asset Management & Funding Needs							
C.2.1 Identify opportunities for partnerships to address asset needs	1						MTRI,SA,FA,NPO,TR,Biz,Trb
C.2.2 Evaluate agency regulations & policies to determine differences in priorities/programs	2						MTRI
C.2.3 Encourage citizens to volunteer for asset maintenance projects	3						SA,FA,NPO,Trb
C.3 Increase Awareness & Utilization of Business Assistance Programs							
C.3.1 Provide information about business assistance to tourism & recreation businesses	1						DOC,TR,BTA,MTTA
C.3.2 Offer entrepreneurship & management training for tourism & recreation businesses	2						DOC,SBDC,TR,BIZ
C.3.3 Address workforce issues & training programs	2						DLI,TR
C.3.4 Encourage financial lending to provide capital for tourism & recreation businesses	2						DOC,SBDC,MEDA
C.4 Identify Business Opportunities to Serve Visitors on Public Lands							
C.4.1 Identify opportunities for new or enhanced tourism/recreation services	3						SA,FA,Biz
C.4.2 Discuss ways to simplify regulations & permitting processes while protecting assets	3						SA,FA,NPO,BTA,Biz
C.4.3 Investigate contracting of maintenance operations to private businesses	3						SA,FA
C.5 Enhance Montana's "Edu-Structure" to Support Tourism							
C.5.1 Expand education programs for tourism & recreation careers	3						Univ,Ext,TAC,Biz
C.5.2 Develop a staff training program for VIC's	1						DOC,VIC,TR,CVB,CC
C.5.3 Provide regional familiarization tours for state/regional/tribal/local tourism staff	2						TR,DOC,VIC,Attn,Biz
C.5.4 Include educational presentations at tourism & recreation meetings & events	1						TAC,TR,CVB,MTRI
C.5.5 Work with MSU to create "tourism extension agents" in each tourism region	3						MSU,DOC,DOAg,TR
C.6 Build Funding Partnerships to Leverage Existing Dollars							
C.6.1 Encourage strategic partnerships for cooperative project funding	1						SA,FA,TR,CVB,CC,Biz,NPO
C.6.2 Identify opportunities to pool public & private marketing dollars	1						TR,CVB,Biz,DOC,Attn,Ad
C.7 Develop Additional Funding Sources for Tourism & Recreation							
C.7.1 Consider selective and/or local option taxes on goods & services used by tourists	1						Leg,MACo,MLCT,BTA,Biz
C.7.2 Evaluate expansion of user fees for public facility recreation	2						SA,FA,NPO
C.7.3 Encourage attractions to generate more revenue from visitors	2						MHS,FWP,MRPA,DOC,NPO,Biz
C.7.4 Develop local/regional revenue-sharing visitor packages	3						TR,CVB,DOC,Biz,Attn,NPO
C.7.5 Create a "Montana Visitor Passport" program	3						MTRI,DOC,TR,Attn,NPO,Biz,Ad
C.7.6 Seek additional revenue for the Block Management program	3						FWP,LO,NPO
C.8 Develop Partnerships to Facilitate Implementation of Strategic Plan							
C.8.1 Conduct workshops at TAC meeting & in each region to discuss plan implementation	1						TR,DOC,CVB,SA,FA,NPO,Biz
C.8.2 Conduct training for region/CVB boards of directors & members	1						TR,CVB,DOC
C.8.3 Obtain funding to enhance regional tourism organizations	1						DOC,TR,TAC,FA
C.8.4 Coordinate Strategic Plan implementation & monitoring through DOC	1						DOC,MTRI,FWP
C.8.5 Form an implementation team of private/public/tribal/nonprofit representatives	1						DOC,TAC,MTC,MTRI,Trb,NPO,Biz
C.8.6 Coordinate with Governor's Office of Economic Opportunity	1						DOC,MTC,BTA,MEDA
C.8.7 Develop a user-friendly system of annual reporting on status of strategic plan	1						DOC,MTRI,TR,CVB,NPO,MTTA

Action Table Key to Codes

Ad	Advertising Agency	MHS	Montana Historical Society
Attn	Attraction	MLCT	Montana League of Cities & Towns
Biz	Private Sector Business	MLCBC	Montana Lewis & Clark Bicentennial. Commi
BTA	Business Trade Associations	MRDP	Montana Rural Development Partners
BBER	Bureau of Business/Economic Devlpmt	MRPA	Montana Recreation & Parks Association
CC	Chamber of Commerce	MSU	Montana State University
CVB	Convention/Visitor Bureau	MTC	Montana Tourism Coalition
DLI	Montana Dept. of Labor and Industry	MTRI	Montana Tourism & Recreation Initiative
DOAg	Montana Dept. of Agriculture	MTTA	Montana Tribal Tourism Alliance
DOC	Montana Dept. of Commerce	NPO	Non-profit organizations
DOR	Montana Dept. of Revenue	NPS	National Park Service
Ext	Ag Extension Service	OLB	Montana Outfitter Licensing Board
FA	Federal Gov't/Agency	RC&D	Resource, Conservation & Development
FWP	Montana Fish, Wildlife & Parks	SA	Montana Gov't/Agency/Dept/Commission
ITRR	U of M Institute for Tourism & Recreation Research	SBDC	Small Business Devlpmt Corporation
Leg	Montana Legislature	STAC	State Trails Advisory Committee
LG	Local Government	TAC	Tourism Advisory Council
LO	Land Owner	TR	Montana Tourism Regions (Countries)
MAC	Montana Arts Council	Trb	American Indian Tribes
MACo	Montana Association of Counties	Univ	Montana Universities & Colleges
MDT	Montana Dept of Transportation	VIC	Visitor Information Center
MEDA	Montana Economic Developers Association		